

7 MARZO 2018

MILANO

## L'INNOVAZIONE PER L'ASSICURAZIONE AGILE

# Azioni per competere e diventare una compagnia agile e affidabile

*Marco Burattino, Italy sales director di Guidewire*

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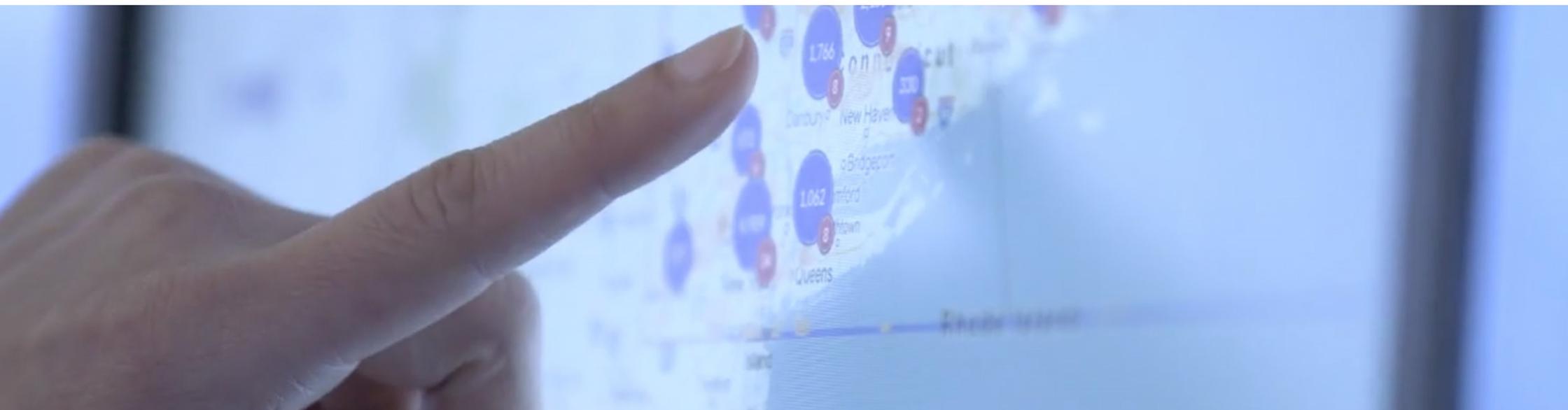
INSURANCE  
Daily



## Convegno “L’innovazione per l’assicurazione agile”

*Azioni per competere e diventare una compagnia agile e affidabile*

Marco Burattino. Milano, 7 Marzo 2018



# Agile o affidabile?



# Chi è il mercato e chi la compagnia?

**AFFIDABILITA'**

*Lento, Rigido, Rigoroso*

**JEAN LOUIS TRINTIGNANT**

*nel ruolo di Roberto, o anche*

**«la Compagnia»**

- **Vincoli Normativi e Regolatori**
- **Dimensioni organizzative**
- **Complessità tecnica**



**AGILITA'**

*Veloce, Flessibile, Scaltro*

**VITTORIO GASSMANN**

*nel ruolo di Bruno, o anche*

**«il Mercato»**

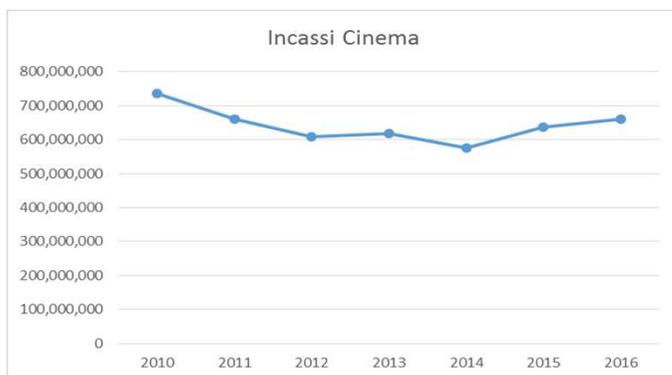
- **Innovazione tecnologica**
- **Nuovi modelli di consumo**
- **Insurtech e nuovi entranti**

# Cinema e Assicurazioni, due mondi non così distanti, con sfide simili da affrontare

Innovazione tecnologica

Nuovi modelli di consumo

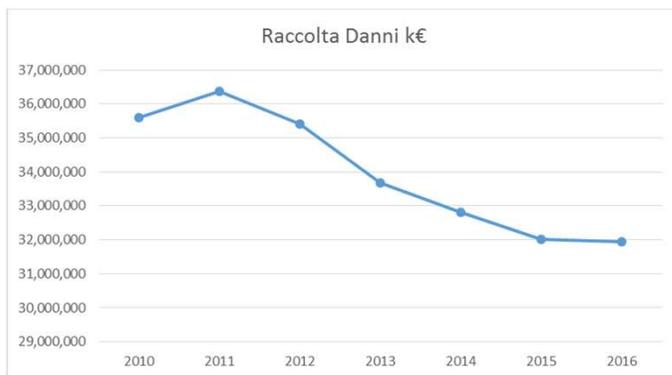
Nuovi entranti



TV sempre più belli, 4K, HDR, 3D,...

on demand, serie TV

Netflix, Amazon



AI, IoT, PA

sharing economy, mobile, multicanalità

Insurtech

# Avere successo in tempi duri



Innovazione tecnologica

Nuovi modelli di consumo

Nuovi entranti

TV sempre più belli, 4K, HDR, 3D,...

on demand, serie TV

Netflix, Amazon

«Taglio» cinematografico

Film, Serie TV, romanzi

Stesso team di lavoro

# Cosa imparare da Paolo Sorrentino?



*Cosa possono fare le  
Compagnie per raccogliere le  
opportunità presenti sul  
mercato ?*

**Innovazione  
tecnologica**

TV sempre più belli,  
4K, HDR, 3D,...



Tecnica ineccepibile,  
taglio  
cinematografico

**Nuovi modelli  
di consumo**

on demand, serie TV



Film, Serie TV,  
romanzi

**Nuovi entranti**

Netflix, Amazon



Collaboratori fissi,  
posizionamento  
chiaro

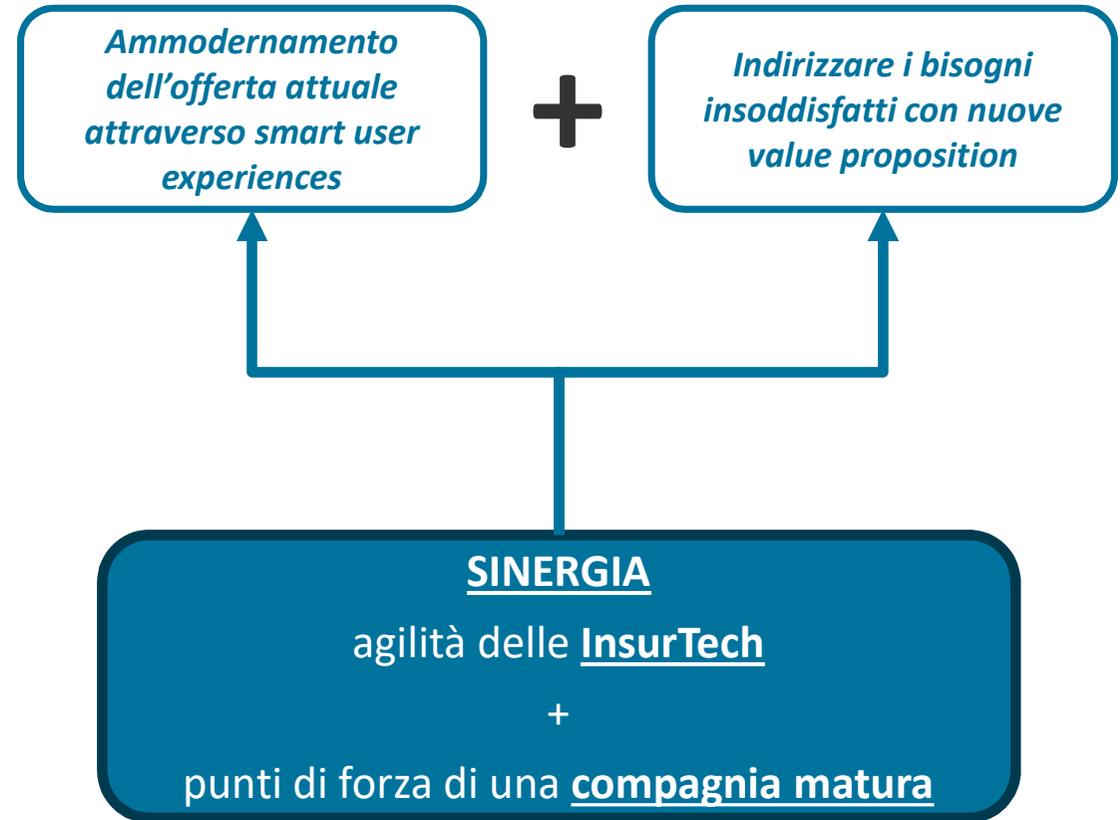
**Solo le  
tecnologie che  
arricchiscono la  
propria offerta**

**Comprendere le  
nuove aree di  
bisogno**

**Conservare e  
valorizzare i  
propri punti di  
forza**

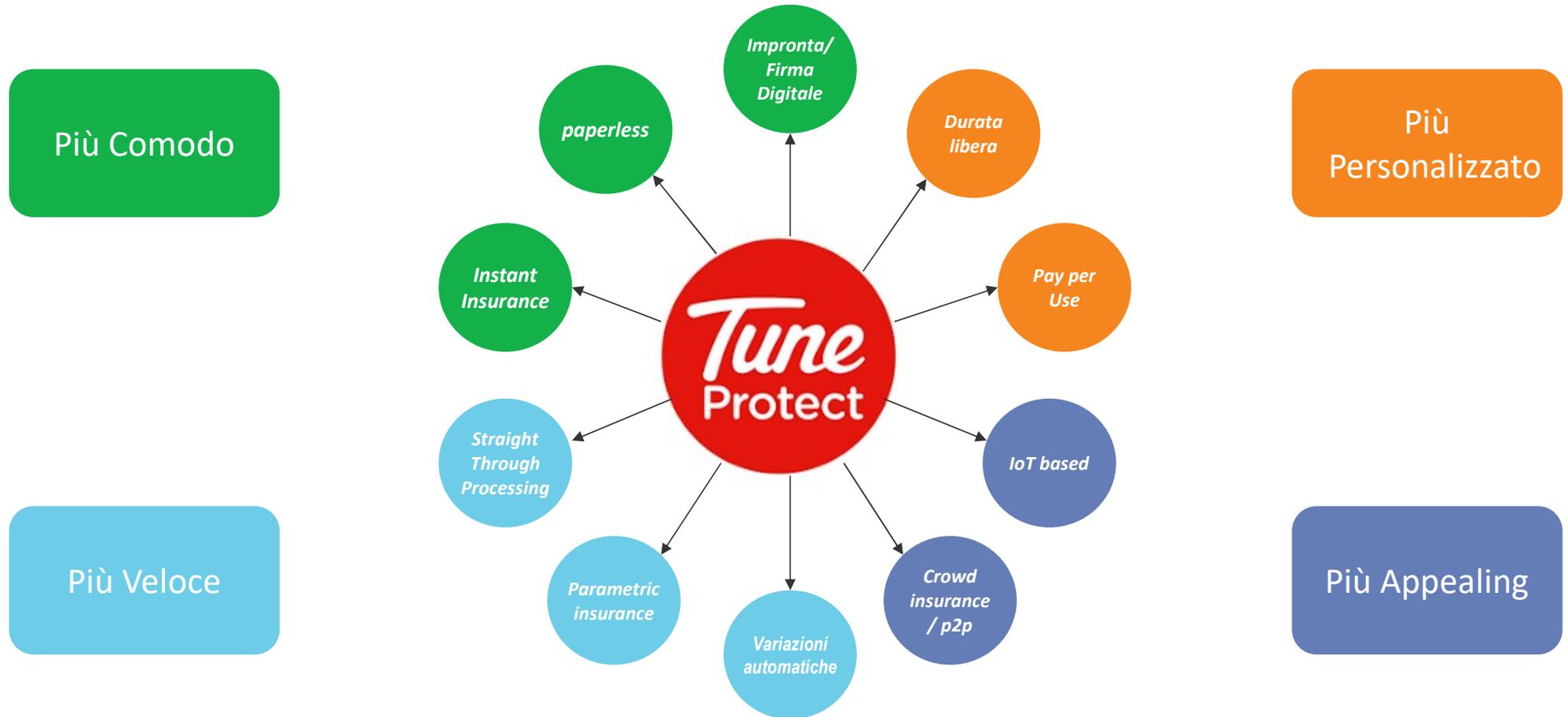


MUHAMMAD ALI  
1942-2016



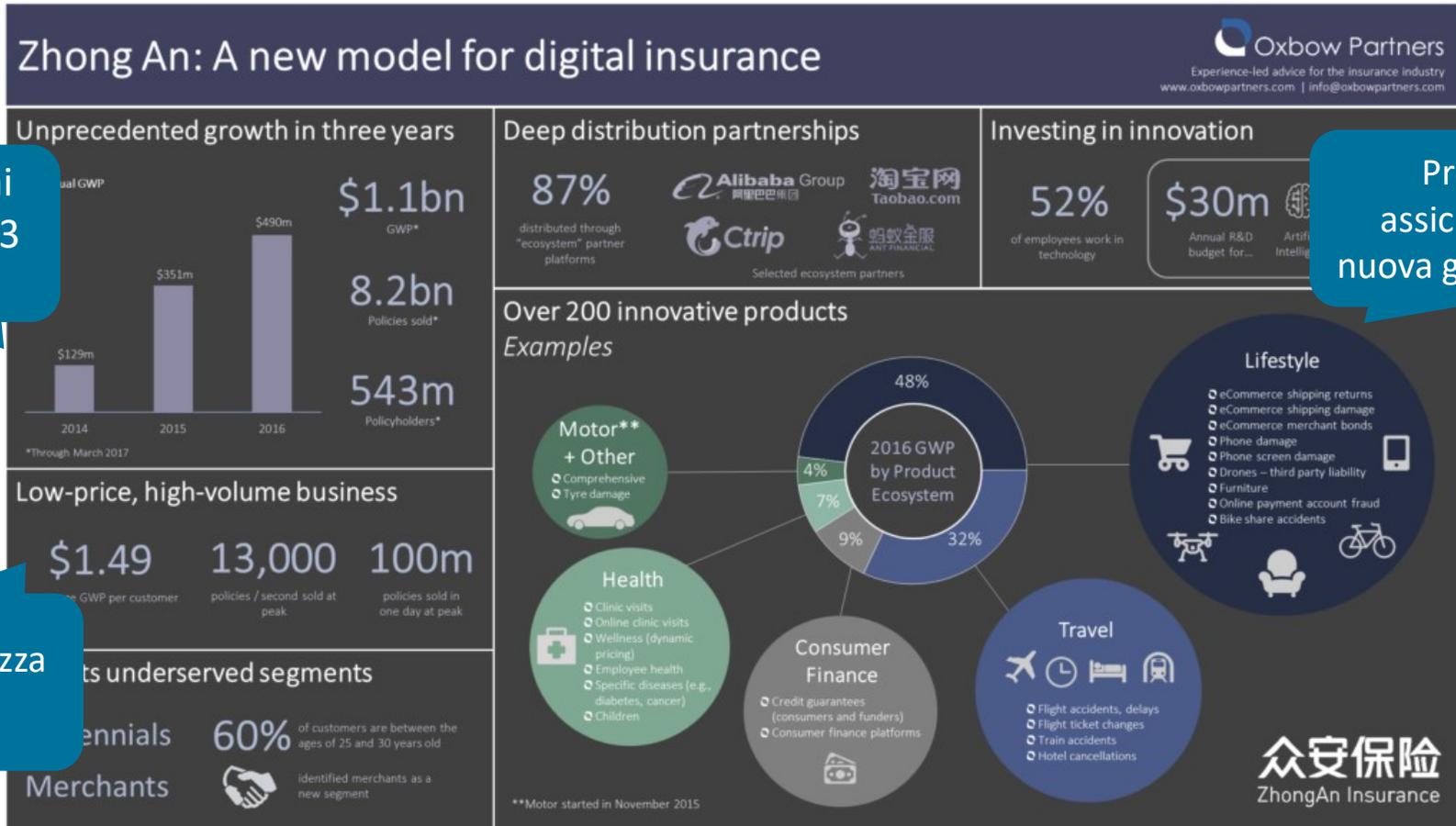
# Chi lo sta facendo?

*Ammodernare l'offerta attuale tramite smart user experiences*



# Chi lo sta facendo?

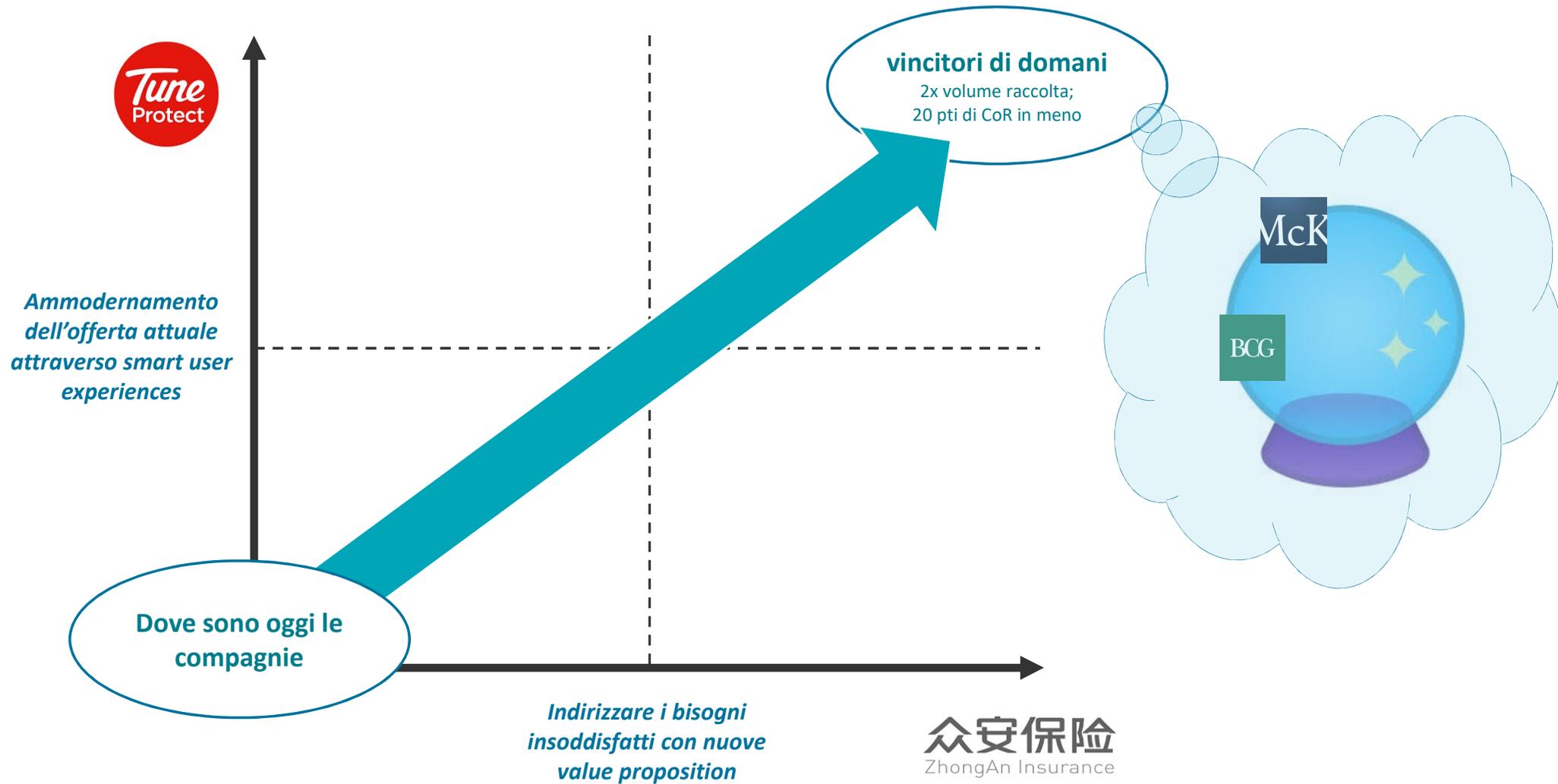
Indirizzare i bisogni insoddisfatti con nuove value proposition

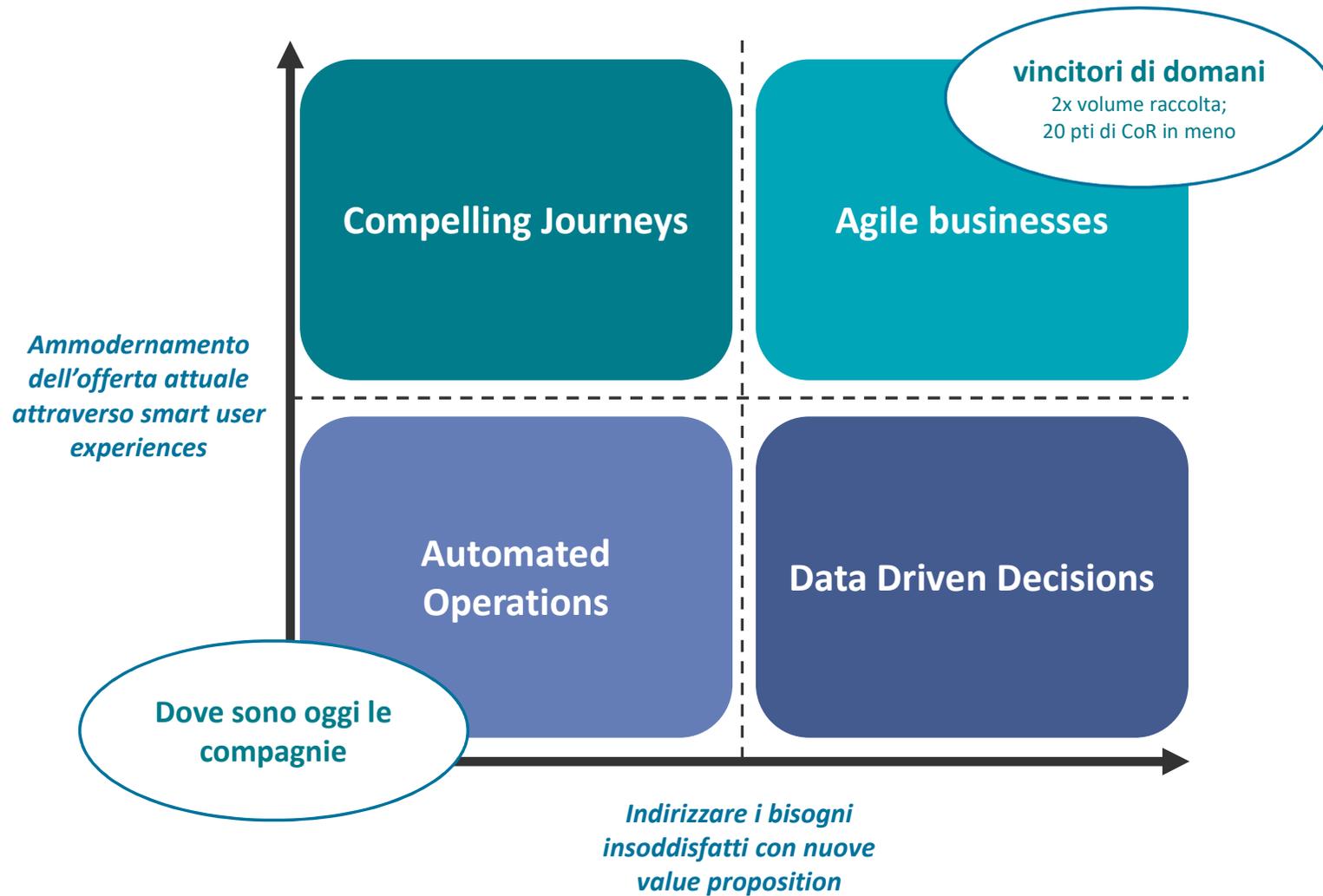


Raccolta Premi decuplicata in 3 anni

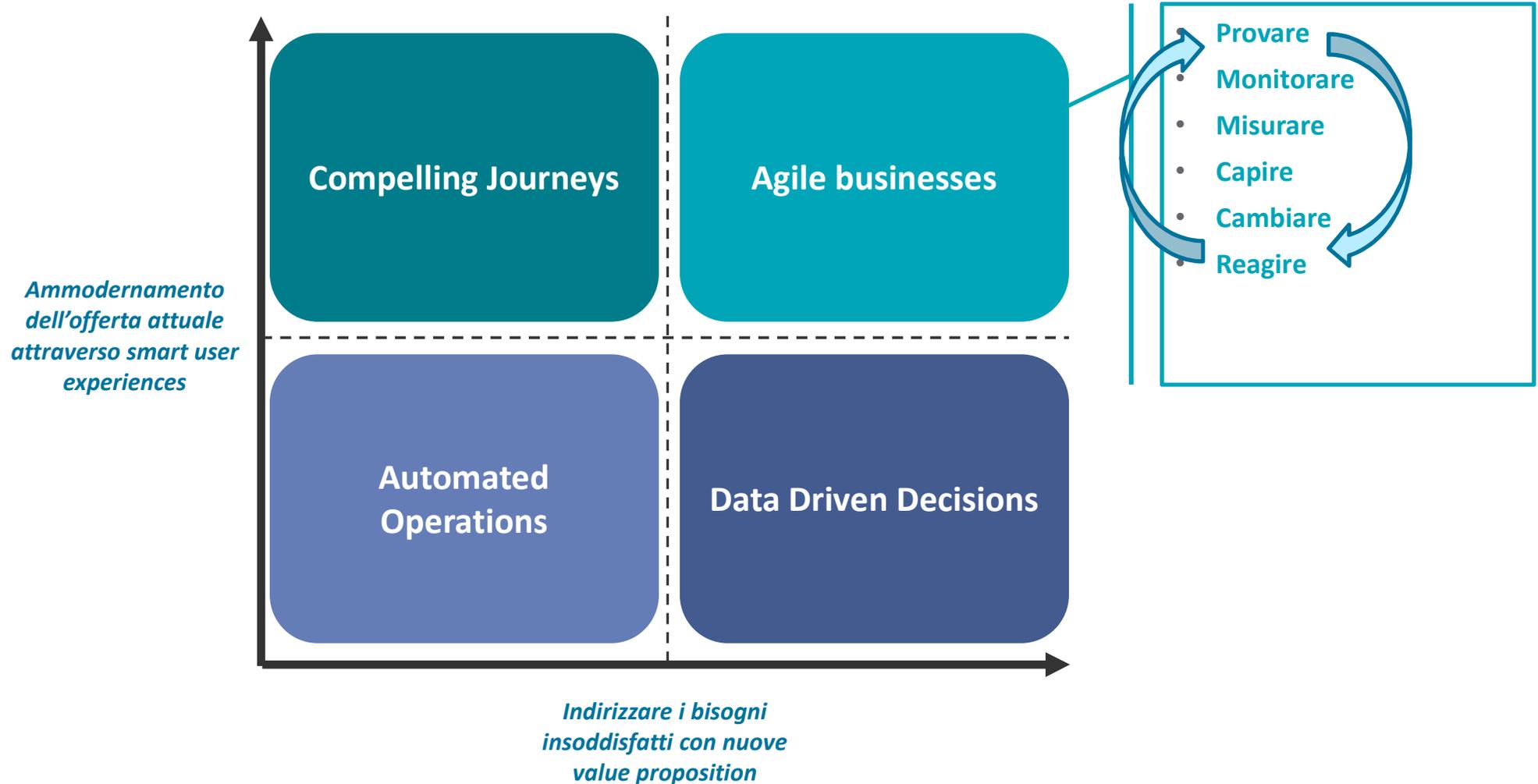
Prodotti assicurativi di nuova generazione

Prezzo per polizza 1,5 \$

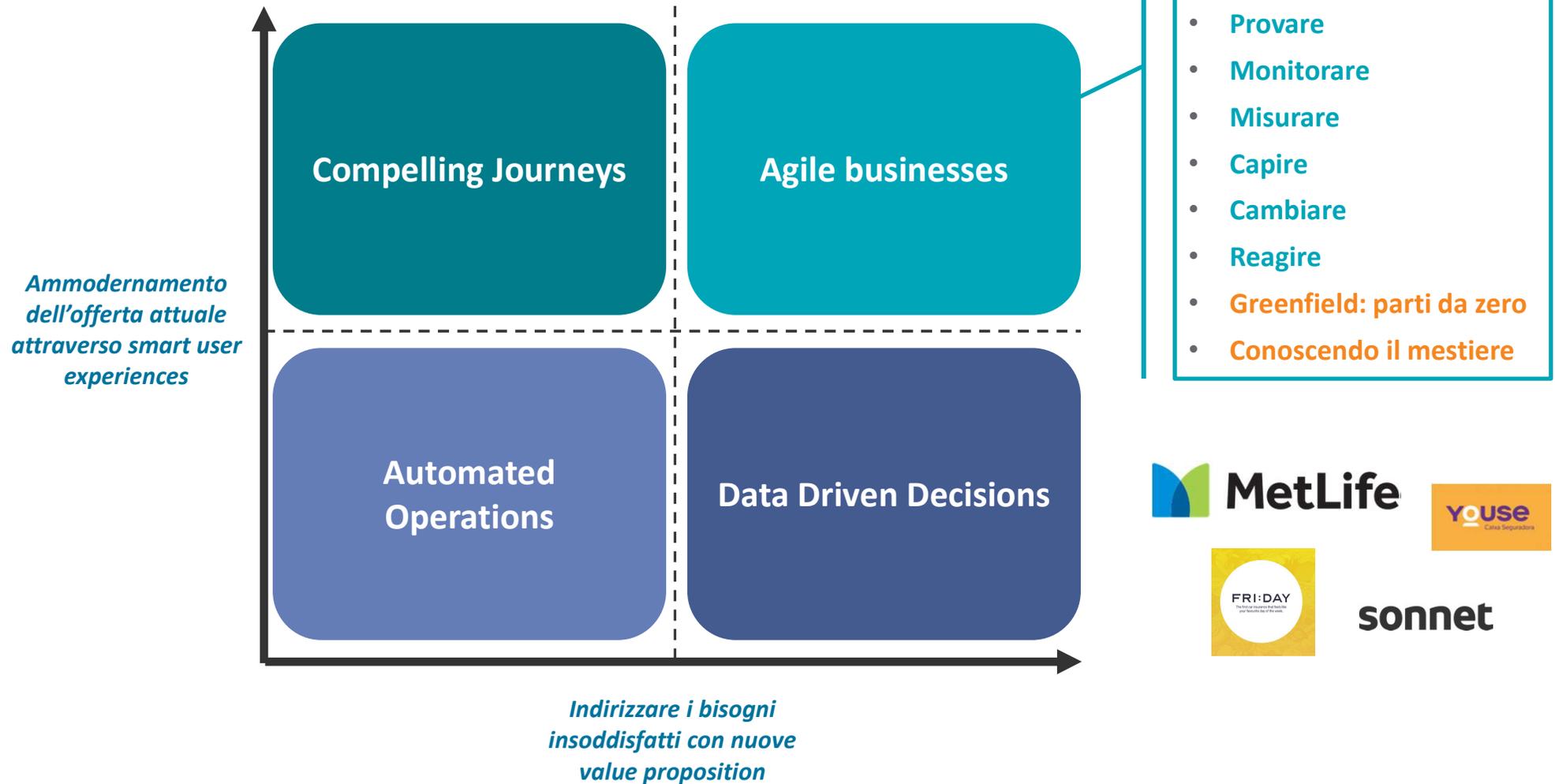




# Cosa sono gli Agile businesses?



# Noi gli Agile businesses li chiamiamo «Digital Attackers»



# 3 cose che non sai su Digital Attacker

**GUIDEWIRE**

## Digital Attacker: A Blueprint for Insurers

A How-to Guide for Insurers to Disrupt their Markets by Disrupting themselves through Digital and Data

Insurance is quickly transforming to a digital and data-driven business. In parallel, InsurTech competitors are flooding into the market. How should insurers compete in this environment? In this document, we outline one such strategy—the “Digital Attacker”. Using this strategy, the insurer marries the agility and disruptive thinking of the InsurTech startups with its own strengths of capital, brand and technical expertise. Here, we lay out a step-by-step blueprint for winning in insurance markets using this model.

### The Shift of Insurance to the Digital & Data Economy

We now live in a Digital and Data-driven Economy. In insurance, we are observing the same inexorable trends that have transformed other industries such as Media, Retail and Travel. Insurance is transforming itself to a fundamentally digital and data business—driven partly by the widespread adoption of mobile and smart devices<sup>1</sup>, Social Media and e-Commerce.

The expectations of insurance customers are no longer being shaped by traditional insurers. Rather, they are being shaped by their experiences with ordering items on Amazon, connecting with friends on Facebook and watching movies on Netflix.

Finally, the pace of innovation in the available technology is accelerating, particularly in the areas of Mobile, Social, Big Data, Internet of Things (IoT) and Cloud. The emergence of platforms such as iOS, Facebook and Amazon Web Services (AWS) is democratizing innovation and lowering the barriers of entry. Hand in hand, new technologies such as Artificial Intelligence (AI) and Blockchain are maturing out of research labs and starting to deliver on the promise of eliminating many of the constraints of the traditional insurance value chain.

1 - 2.6 Billion smartphone; 2 Billion monthly Facebook users; 4.3 Billion Amazon e-Commerce transactions per day

**CONTENTS**

- The Shift of Insurance to the Digital & Data Economy
- The InsurTech Gold Rush
- Strategic Options for Insurers
- Digital Attacker: An Approach to Disrupt before getting Disrupted
- Case Example 1: MetLife
- Case Example 2: Triv / Sunamp
- A Blueprint for Insurers
- How to Start the Journey

**Figure: The Potential Impact of Insurance Disruptors (Source: Deloitte)**

**The InsurTech Gold Rush**

In parallel, new players, increasingly referred to as “InsurTechs”, are flooding into the market. We are observing the “perfect storm” convergence of three forces:

1. Entrepreneurs wanting to address unmet customer needs with ideas that have been proven in other industries
2. Investors with deep pockets and looking for new areas of growth and
3. Technologies with the potential to disrupt and scale

CB Insights reports that \$4.3B has been invested globally in InsurTech companies over the past four years. These investments are targeted across the entire spectrum of insurance business. A few examples include:

- Homeowners: Lemonade, Jetty, Hippo, Cover
- Small Business Direct: CoverWallet, Embroker, Next, Insurance
- Internet of Things (IoT): Metomile, Octo Telematics, RMS, Arity, TrueMotion
- Peer-to-peer (P2P): Friendurance, Bought by Many, Guavara

The investors in the InsurTech category include “outsiders” such as generalist Venture Capital funds (VCs) – e.g., General Catalyst Partners, Private Equity Funds (PE) – e.g., Apax Partners, Investment Banks – e.g., Goldman Sachs, Insurance-specialized VCs – e.g., Core Innovation Capital, and Incubators & Accelerators – e.g., PlugandPlay.

One way that Primary Insurers and Reinsurers have responded to this trend is by forming their own corporate investment departments and making competing venture investments. Examples of insurers who have made significant venture investments include AXA, Aviva, Allianz, AIG, American Family, USAA, IAG, Sampo Japan, Tokio Marine, Ping An, Liberty Mutual and XL Catix. Reinsurers such as Munich Re have also seized opportunities to invest directly in technology and form more direct relationships with end customers.

**GUIDEWIRE**

1. Le cose cambiano: non hai anni, ma mesi
2. L'apparenza inganna, e non basta
3. Si può fare. Altri lo hanno fatto e lo stanno facendo ...e noi possiamo aiutarti a farlo, dall'idea alla prima polizza

# 1. Mesi, non anni



- Nata all'interno del gruppo Baloise
- Nuova compagnia Operativa in Germania
- Offre assicurazioni auto standard e PAYD
- Idea nata nel Maggio 2016
- Inizio lavori Settembre 2016
- Prima polizza Marzo 2017



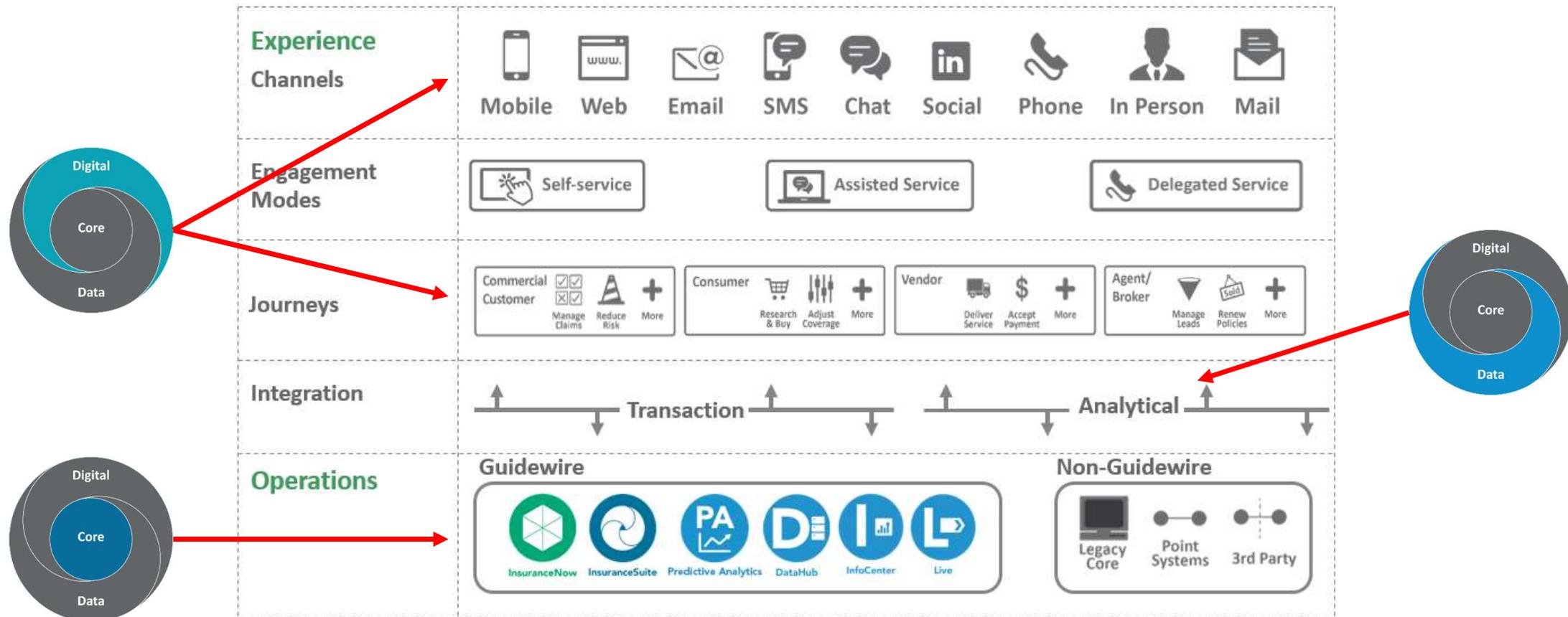
**MetLife**

MetLife Auto & Home

**mydirect**

- Prevalentemente Vita ma con un business danni rilevante (3.5 bln \$)
- Scopo di migliorare redditività del business danni e aumentare quota di mercato su clientela giovane e residente in città
- Target di riduzione della struttura di costi di 10 punti
- Progetto «greenfield», senza toccare il business esistente
- Motor lanciato in Q4 2015 in produzione 12 mesi dopo; Home partito in Q2 2017 in fase di lancio

## 2. L'apparenza non basta



### 3. Si può fare!



**GRAZIE**



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**Adapt and succeed™**

**Vuoi saperne di più? Chiedi un incontro di approfondimento**